

**IJEVAN BRANCH OF "YEREVAN STATE UNIVERSITY"
FOUNDATION**



**IJEVAN BRANCH OF "YEREVAN STATE UNIVERSITY"
2022-2026 STRATEGIC DEVELOPMENT PLAN**

APPROVED BY
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**YSU IJEVAN BRANCH STRATEGIC DEVELOPMENT PLAN
2022-2026**

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MISSION

Ijevan Branch of “Yerevan State University” Foundation is an academic and scientific-cultural institution committed to implementing science-based academic programs and scientific research projects in a wide variety of fields - from Armenian Studies to Natural and Exact Sciences, from Social Sciences and the Humanities to Technologies.

The Branch, implementing bachelor’s and master’s degree academic programs in line with the current needs of the labor market, forming student-centered environment, applying modern teaching methods and quality assurance structures, contributes to the replenishment of the specialists in the region and the development of the cultural life.

VISION

Ijevan Branch of “Yerevan State University” Foundation strives for providing high-quality academic programs, implementing innovative student-centered learning, encourages the principles of excellence in students and employees;

YSU IB intends to become an institution which;

- offers students educational programs providing comprehensive knowledge, competences and skills based on research, creative work and innovation and consonant to the fundamental principles of European higher education,
- ensures the upbringing of students with the spirit of ethical, national and universal values,
- is accessible and provides great opportunities to various layers of the society,
- provides a favorable atmosphere and necessary modern infrastructures for students and employees to receive high-quality education and carry out research,
- provides a continual improvement of quality in all the spheres of its activity through viable and effective administration and management,
- provides continuous educational and professional consultative services consonant to the needs of the society.

FUNDAMENTAL VALUES

Ijevan Branch of “Yerevan State University” Foundation strategic development aim to modernize the university and harmonize the digital transformation issues, form a new development concept of the university based on the following **fundamental values**;

1. Student's Success

At the center of the university's attention are, first of all, the student's educational achievements, his satisfaction from the learning process and success. That is why the University puts student's needs at the base of the academic and support services, as well as the educational policy and programs.

2. Accessible Education

The University highlights any able individuals' opportunity to receive higher education and provides the students with high-quality and accessible educational experience and financial assistance.

3. Academic Freedom and Honesty

The University emphasizes each student's and employee's academic freedom and honesty.

4. Democratic Atmosphere

The University highlights the participation of the students and employees in the discussion of important questions and decision-making processes concerning the University, valuing multiple opinions and the democratic atmosphere.

5. Responsibility

Being conscious of its role, the University expands its mission impacting on the regional labor market as well as contributing to the development of creating workplaces in the community.

6. Collaboration

Being the regional educational institution, the branch highlights the status of "open institution" for individuals, groups and organizations on regional as well as republican and international levels.

7. Innovation and Creativity

YSU IB, as the expected model of the educational institution with the close combination of science, culture and innovation, is the regional innovative research university model.

STRATEGIC DEVELOPMENT TASKS OF THE BRANCH

Within the framework of its mission, YSU IB 2022-2026 Strategic Development Plan aims at solving the following tasks;

1. To strengthen the university's competitiveness,
2. To improve regularly the quality of the academic and research activities,
3. To expand the range of provided scientific and educational services,
4. To activate the work done with the potential claimants using university services

5. To move from scientific and educational activity to the principles of the “research university”, that is to build the educational activity on the university employees’ as well as students’ leading scientific results.
6. To improve the university management system on the “business university” principle, involving more external stakeholders, representatives of the professors’ staff and students.
7. To form a proactive personnel policy by involving in work scientists and researchers, creating professional and personal growth system for the talented young people.
8. To form a university information environment within the framework of “digital university” concept that implies maximum process automation of management, and information provision through the use of digital technology.

STRATEGIC DEVELOPMENT PRIORITIES OF THE BRANCH

YSU IB 2022-2026 Strategic Development Plan includes the university’s development map with the main directions and implies system change through the implementation of priority programs.

The priorities of the branch;

1. “Digital university” development through the implementation of relevant academic programs, according to all directions of scientific and academic development, creating laboratories, implementing innovative technologies.
2. Business development with the regional self-governed bodies and the business community for the preparation of the high-quality personnel able to solve the regional problems.
3. Cooperation development with the foreign educational institutions.
4. Insuring professional, creative and scientific growth for the faculty members.
5. Development of students’ creative and social potential through the creation of an innovative environment, insuring their development and progress based on the various social and cultural practices and non-formal education.
6. Growth of the university competitiveness and ranking due to the flexible and innovative organization of education.

STRATEGIC DEVELOPMENT DYNAMICS OF THE BRANCH

For 2022–2026 Strategic Development Plan YSU IB defines the following driving forces;

- Active personnel policy,
- Active cooperation of the branch and employers,
- Integration of the educational process and scientific research,
- Reinforcing interdisciplinary connections and flexibility of the academic programs and research projects, reduction of the inter-faculty barriers,
- Implementation of effective marketing in academic and scientific fields,
- Formation of the branch recognizability at national and international levels, effective system of attracting applicants,
- Support for the bachelor's and master's students' innovative and business initiatives directed to the university modernization,
- Wide application of distance learning technologies,
- Creation of attractive campus environment and infrastructure.

BRIEF INFORMATION ABOUT YSU IB

YSU IB was founded in 1994 on Ijevan regional multi-branch college basis. The latter was created by the decision of RA Higher Education and Science State Committee on October 10, 1991 and was called to activate scientific and cultural life in the northeastern region of RA, to stop the outflow of youth from the border regions, to educate multi-talented specialists with deep knowledge and universal and cultural deposit.

On September 19, 1994 according to the RA Government's decision N 440, Ijevan regional college was reorganized as Ijevan branch of Yerevan State University which operates till today.

During its 27 years activity YSU IB has graduated about 7000 students, the majority of which successfully work in different spheres of public life, in state and public institutions, banks, etc. More than a dozen graduates has defended PhD thesis and work in the branch.

One of the main aims of YSU IB is the development of Armenian studies, humanitarian, socio-economic and natural sciences and culture in the region. Accordingly, the university has 4 faculties (Natural Sciences, Humanities, Economics and Applied Arts) and 10 chairs.

The faculty of Natural Sciences has 2 chairs (Programming and Information Technologies, General Mathematics and Natural Science) and conducts 3 academic programs (“Informatics and Applied Mathematics”, “Cartography and Cadastral case”, “Environmental Protection and Natural Recourses”. The faculty has 2 laboratories; computer and Natural Science.

The faculty of Humanities has 4 chairs (Armenian History and Social Science, Armenian Language and Literature, Pedagogy and Psychology, Foreign Language) and conducts 7 academic programs (“History”, “Armenian Language and Literature”, “Psychology”,

“Elementary Pedagogy and Methodology”, “English Language and Literature”, “French Language and Literature”, “Russian Language and Literature”.)

The faculty of Economics has 2 chairs (General Economics, Tourism Management and Culturology) and conducts 2 academic programs (“Finances” (acc. to sphere), “Tourism”).

The faculty of Applied Arts has 2 chairs (Decorative- Applied Arts and Design, Drawing, Painting and Sculpture) and conducts 2 academic (“Applied Arts”, “Design”). The faculty has 7 studios; Drawing and Painting, Textile, Design, Clothes Modelling, Pottery, Sculpture, Woodworking).

Since 2006, the branch conducts **part-time learning** for 5 years with 9 academic programs (“History”, “Armenian Language and Literature”, “Psychology”, “Elementary Pedagogy and Methodology”, “Finances”, (“Informatics and Applied Mathematics”, “Environmental Protection and Natural Recourses”, “Cartography and Cadastral case”).

Currently more than 587 students study in 4 faculties full-time with 12 academic programs, and 588 students study part-time with 9 academic programs (including 24 with a master’s degree program).

Student’s self-governed bodies, namely Students Council and Students Scientific Society contribute to YSU IB students’ legal awareness and raising their patriotic spirit.

The branch has 4 **computer rooms**, a library with 15981 books, 1321 scientific journals and magazines and 2204 electronic literature which also has a technically equipped comfortable **reading room**.

In July 2018 **the center of Russian language and culture** was opened, which was reconstructed in November 2020 as **the Ijevan branch of Russian science and culture in Gyumri**. The aim of the latter is the development of Armenian-Russian cooperation in educational, scientific, cultural, historical and national activities and in youth policy spheres. Since February 2020 “**American Library and Training Center**” has been operating in the branch, it aims at organizing educational, cultural and informative events for the local inhabitants (from Ijevan and the neighboring villages), short academic programs on different topics and free English courses thanks to which the participants will develop their social and technical skills, as well as they will get acquainted with the American values, history and culture.

Since July 2021 **Innovation Knowledge Hub of Tavush region** has opened, which aims at developing EU4Youth Social Entrepreneurship ecosystem, within the framework of green progress in border villages, promotion of social entrepreneurship ecosystem in Tavush region. It aims at young people’s acquisition of new knowledge, generation of ideas, organization of courses and events.

ANALYSYS OF THE CURRENT STATE OF THE BRANCH

Today the branch is in the process of providing science-based education. New challenges are new opportunities for the development of the branch.

Advantages of the branch;

1. The existence of the **Strategic plan**, availability of plan- timetables, the stakeholders' engagement in the process of implementation and evaluation of the program, the existence of mechanisms and tools to evaluate the project and the program performance report.
2. **Management** bodies operating with clear regulations and procedures, the internal and external stakeholders' engagement in the branch **management**, in the evaluation of its activity and quality assurance processes, making decisions based on the collected, analyzed and reliable information, small administrative staff and staff stability policy.
3. Effective internal **quality** assurance system, existence of quality assurance policy, existence of the Professional Education Quality Assurance and Academic Reforms and Professors Training Departments, various mechanisms of raising the internal and external stakeholders' needs.
4. The existence of the **professions** corresponding to the labor market requirements and bachelor's and master's academic programs comparable to the national frameworks of the qualifications, existing order of monitoring and reviewing academic programs, effective functioning institute of academic programs of professions, existence of coordinating center for scientific and grant programs.
5. Main and invited high quality **professors' staff** corresponding the requirements of the Professional Academic Programs, operating mechanism of academic and scientific activity, assurance of promotion and professional growth, evaluation and encouragement, engagement of YSU and other leading PEI's professor's staff.
6. The existence of the process regulating documents regarding students of the branch and the organization of the educational process according to the regulations, the expression of the students load by ECST credits, the existence of the pre-university education and practices organization department, operating mechanisms for applicants' engagement, organization of targeted practices, different academic plans convergent and divergent in full-time and part-time learning, low rents on the republic scale.
7. The existence of a multi-factor assessment system, the existence of electronic system of students' data and progress automated "Supervision YSU", availability of the branch

official website, reliable, new and objective information publicity about university's operation.

8. Internal computer network, free, unlimited, high-speed Internet connection, availability of electronic document circulation.
9. The existence of necessary infrastructure and resources.

Disadvantages of the branch;

1. Faint cooperation of the branch with regional organizations, imperfection of feedback information.
2. Faint cooperation and experience sharing level with YSU and other PEI.
3. Large number of invited professional staff, small number of local chair curator, imperfection of professional staff evaluation mechanism.
4. Imperfection of assessment methods of students' skills and abilities.
5. Absence of students' and professors' exchange or mobility programs.
6. Small number of conference participation and scientific articles publication, insufficient scientific involvement potential in scientific researches funded by state order or targeted.
7. Imperfection of the mechanisms against plagiarism and insufficient assurance level of academic integrity.
8. Absence of effective evaluation mechanisms of Professional academic programs
9. Passive involvement of students in research work.
10. Passive cooperation with branch graduates.
11. Absence of foreign students and applicants.
12. Absence of necessary conditions for people with special needs and absence of separate reading rooms.

Opportunities of the branch

1. The prevailing role of the branch is to assure the local labor market with qualified specialists, expansion of cooperation with schools and state colleges of the region.
2. Activation of the engagement and feedback with internal and external stakeholders in the branch management.
3. Activation of academic cooperation with YSU and other leading PEI, use of YSU international relations, active cooperation with National Academy of Sciences of the Republic of Armenia and National center for quality assurance, cooperation with the regional employers and graduates.
4. Activation of professors' staff scientific activity, involvement of students in scientific and research works.

5. Involvement of external financial sources.
6. Activation of external stakeholders' participation in the process of development and revision of Professional Academic Plan, expansion of Professional Academic Plan publicity.
7. Upgrading teaching materials and resources, raising the external stakeholders' level of satisfaction from graduates and intern students.

Dangers

1. Absence of other similar PEI implementing academic plan, frequent change of labor market demand, high level of unemployment and oversaturation of personnel in the region, demographic changes in the region.
2. Insufficient financial inputs.
3. Frequent changes of the legal framework in the educational field, absence of sectoral scope of qualifications, absence academic standards of professions.
4. Decrease of the number of applicants in RA, decrease of the number of applicants in the branch.
5. Restriction of publication and distribution of PR in the region.
6. Low feedback of Professional Academic Plan's review from external stakeholders conditioned by changes of labor market requirements.
7. Absence of scientific research organizations and scientific research orders in the region.
8. Passive scientific cultural environment in the region.
9. Loss of interest in learning.
10. High rates of inflation in RA.
11. Weak state financial support for higher education.
12. Force majeure.

Conclusion

Using its strong components and external opportunities, the branch aims to;

1. Create new links and activate existing links with the external stakeholder of the region, move SP performance gaps to the next strategic plan engaging internal and external stakeholders in the problem solving and project development.
2. Improve regulating documents of the branch activity, review standards and indicators evaluating branch activity and align them with the objectives of the strategic plan.
3. Study the experience of other PEI's that achieved success in management and administration.

4. Develop and implement definite mechanisms of evaluating the PEI's effectiveness.
5. Improve the implementation and evaluation of the research component in academic plans.
6. Redistribute hours in the plans by adding practical skills development trainings, implement assessment mechanisms of mandatory tasks and professional progress.
7. Support and encourage professors and students in scientific and research activity, engage scientists and researchers in the implementation of academic plans.
8. Implement new system of defining working relation with professionals' staff and of salary calculation.
9. Develop and strengthen material and technical base for the Professional Academic Plans implementation.
10. Develop and implement new, effective study mechanisms for internal and external stakeholders' academic demands.
11. Activate cooperation with the leading universities of RA and abroad.
12. Implement effective methods against plagiarism and new mechanisms for sufficient level of academic integrity assurance.

OBJECTIVE 1. HIGH-QUALITY EDUCATION

We are committed to our mission of providing research-based education to students which will enable them to acquire scientific knowledge and skills to make their positive contribution to the development of the country and society.

TASK 1.1 ADMISSION

Enroll applicants of great potential governed by the principle of inclusion.

Expected result

Marketing process and measures aimed at professional self-determination of applicants, as well as attractive offers and a steady stream of high potential applicants consonant to the optimized rates of admission through the use of students selection revised mechanisms.

Actions/Events

- 1. Optimize annual admission planning according to academic patterns, degrees and plans.**
 - ✓ Branch admission realistic list consonant to the regional development needs and the current requirements of the labor market.
- 2. Provide the representatives of various social groups with access to education.**
 - ✓ Availability of instructional materials for students with visual, hearing, mobility and other impairment.
- 3. Seek funding sources to award applicants (with high 18-20 points) with a scholarship at Ijevan Branch of Yerevan State University.**
 - ✓ Provision of at least five scholarships per year.
- 4. Organize events aimed to help applicants choose a career path that is right for them.**
 - ✓ Large and diverse promotional materials about branch (applicant guide, booklet, video and other materials)
 - ✓ Professional guidance meetings and career panning consultations,
 - ✓ Indicative and thematic lectures
 - ✓ Brief informative materials about the branch and its academic programs in foreign language (English, Russian) for the foreign applicants.
 - ✓ “Open door days” and familiarization visits for future applicants.
 - ✓ Participation in academic exhibitions.

- ✓ Organized summer schools.
- ✓ Increase of the number of applicants.
- ✓ Solution for students living (data collection, data of apartments for rent)
- 5. Organize in person and/or online preparatory courses**
- ✓ Procedure in organizing preparatory courses.
- ✓ Embedded system of payment to lectures conducting preparatory courses.
- ✓ Organized in person and/or online preparatory courses
- ✓ Accepting up to 20 percent of the applicants from the correspondence learning from preparatory courses.
- 6. To expand and improve the cooperation of YSU IB with colleges.**
- ✓ Increase of the number of applicants from colleges.
- ✓ Comparative analysis of academic programs.

TASK 1.2 COMPETITIVE ACADEMIC PROGRAMS

Provide high-quality academic knowledge and skills to all students guaranteeing general and professional competencies and ensuring continuity of education.

Expected result

New structure, permanently updated and flexible interdisciplinary academic programs with wide professional and experience opportunities for students, the results of which meet the academic requirements of stakeholders and are comparable to the results of similar international programs.

Actions/Events

- 1. Invest a conceptual framework for work-based academic programs.**
 - ✓ Operating concept for work-based academic programs.
 - ✓ At least 2 work-based academic programs (internship- based)
- 2. Improve the final outcomes of academic programs by strengthening students' multidisciplinary knowledge and competencies.**
 - ✓ Provision of academic content in all Bachelor's degree programs developing the so-called "4C" skills (critical thinking, collaboration, communication, creativity).
 - ✓ Professional competence reviewed in academic programs.
- 3. Elaborate and incorporate into the academic programs a mandatory set of general competencies obtained by students having received a BA and MA degree from YSU IB.**

- ✓ YSU IB BA and MA alumni mandatory developed set of general competencies in the current academic program
4. **Regularly conduct an assessment of students' academic needs.**
 - ✓ Methods in place for assessing the student's academic needs.
 - ✓ Annual reports on student's academic needs and their solutions, suggestions on academic programs' revision.
 - ✓ Increase in the number of students satisfied with academic program.
 5. **Regularly conduct an assessment of the demands of the labor market to continuously ameliorate the academic programs and invest new ones.**
 - ✓ Methods in place for assessing the needs of the labor market.
 - ✓ Annual reports on assessing the needs of the labor market
 - ✓ Improved academic programs based on the analysis of external stakeholders' opinion survey.
 - ✓ New academic programs based on the results of labor market analysis
 - ✓ Increase of external stakeholder's satisfaction from the branch alumni
 - ✓ Increase of graduates' satisfaction from the education received at YSU IB.
 6. **Elaborate and introduce an intra-university procedure for the international benchmarking of academic programs.**
 - ✓ A procedure in place for the international benchmarking of academic programs.
 - ✓ Academic programs based on benchmarking
 7. **Revise the procedure for student assessment to ensure a higher level of assessment credibility and variety.**
 - ✓ Updated methods and a novel procedure in place for student assessment.
 - ✓ Methods in place against plagiarism.
 - ✓ Increase of students' satisfaction from the assessment.
 - ✓ Updated course packages according to the new assessment methods
 8. **Introduce the possibility of an additional specialization (minor) in academic programs,**
 - ✓ Implement at least one additional specialization (minor) programs on an experimental basis.
 9. **Provide 'mobility windows' in academic programs to ensure the international mobility of students.**
 - ✓ Availability of international 'mobility windows' in academic programs.

- ✓ Increase in the number of students and professors engaged in ‘mobility windows’.
- 10. Put into action the procedure for routine monitoring of academic programs and regular revision of Bachelor’s and Master’s programs.**
- ✓ Reports on routine monitoring of academic programs and suggestions on programs improvement.
 - ✓ Improved programs of practices and Increase of students’ satisfaction from their implementation.
 - ✓ Academic programs under routine monitoring and revision.
- 11. Prepare the Branch academic programs to accreditation.**
- ✓ Self-analysis of the implemented academic programs.
 - ✓ At least 2 academic programs accredited

TASK 1.3 ACADEMIC ENVIRONMENT

Provide each student with a physical and virtual environment for the development of his/her capacities.

Expected result

Regularly updating physical and virtual environment provided and accessible with necessary resources for the implementation of academic programs, contributing to the effective functioning of internal and external stakeholders’ education, work and extracurricular activity.

Actions/Events

- 1. Upgrade and better equip the lecture rooms and laboratory infrastructure.**
 - ✓ At least 4 modernized lecture rooms per year.
 - ✓ Research virtual laboratory.
 - ✓ Diverse programs for overhauling and reconstruction of the branch.
 - ✓ Distribution programs for more efficient use of auxiliary areas.
- 2. Establish a ‘Digital Campus’ by developing the digital skills of the teaching and academic support staff and providing access to digital resources for all students.**
 - ✓ Extended and widely applied informative technologies in academic and scientific programs.
 - ✓ Availability of a multi-functional digital library.
 - ✓ Availability of a complete electronic catalog of the library.

- ✓ Electronic document circulation in place.
- 3. Develop and expand the scope of functions of the university's digital library and educational resources.**
 - ✓ Students using international library networks and participating in consortia/partnerships.
 - ✓ Supplemented professional literature
 - ✓ Updated library service
 - ✓ Increase of users' satisfaction from the literature available in library and from the services provided
- 4. Provide the necessary space and conditions for the lecturers and students to work productively.**
 - ✓ Special places furnished for extracurricular activities.
 - ✓ Contemporary security assurance service of the branch
 - ✓ Renovated gym
 - ✓ Modernized aid station
- 5. Continue the improvement works of the hotel complex and living conditions.**
 - ✓ A hotel complex with renovated and improved living conditions.
- 6. Organize events aimed at quick orientation and developing the ability to perform necessary actions at emergency situations.**
 - ✓ One emergency event per year for each building.

TASK 1.4 HIGH-QUALITY HUMAN RESOURCES

Ensure the capacity building of the professional community.

Expected result

Optimized and stable teaching and academic support staff with necessary professional and research skills to implement the academic programs of the branch, whose needs and work efficiency are regularly evaluated and comprehensive improvement events are organized based on them, promoting their professional and constant progress.

Actions/Events

- 1. Provide all YSU IB lecturers with access to international and inter-university digital platforms designed for professional development.**
 - ✓ Access to at least two international digital scientific-educational platforms.

- ✓ Teaching staff participating in the latest academic programs.
- 2. Incorporate modules for research capacity building in the lecturer training program.**
 - ✓ An updated research-based program for improving the qualification of the teaching staff.
 - ✓ Large number of trained lecturers.
 - ✓ Increase of students' satisfaction from the teaching staff's professional quality.
- 3. Regularly hold trainings for the administrative and academic support staff based on the needs assessment and in line with YSU development priorities.**
 - ✓ A capacity building strategy for the teaching and academic support staff.
 - ✓ A procedure in place for the training and certification of the administrative and academic support staff.
 - ✓ A procedure for evaluation of the efficiency and quality of trainings.
 - ✓ trained administrative and academic support staff.
 - ✓ Increase of satisfaction from the trainings.
 - ✓ Increase of satisfaction from the work of administrative and academic support staff.
- 4. Activate young lecturers' support and work of the leading experience-sharing center in order to develop the teaching staff's pedagogical abilities and skills.**
 - ✓ Increase of satisfaction of lecturers from the work of young lecturers' support and the leading experience-sharing center.
 - ✓ Improved results from the student's survey on young lecturers' teaching quality and efficiency.
 - ✓ Training courses for developing young lecturers' pedagogical and psychological skills.
- 5. Offer group and individual psychological counselling services to lecturers and students.**
 - ✓ A psychological counselling service in place.
 - ✓ Increase in number of psychological counselling service users.

6. **Conduct a proactive personnel policy involving prominent foreign and RA scientists and talented young people.**
 - ✓ Developed personnel policy
 - ✓ Involved prominent and young scientists.
7. **Diversify the types of rewards offered to YSU employees for professional and personal growth.**
 - ✓ Improved norms of lecturers' differentiated rewards.
 - ✓ Financial rewards, incentives.
 - ✓ Support in conferences, publications and business trips.
 - ✓ Administrative and academic support staff's differentiated reward criteria and appropriate order.
8. **Elaborate and introduce a new system for evaluating the efficiency of the teaching, academic support and administrative staff.**
 - ✓ Professional qualifications requirements for the teaching staff according to the academic program's expected result.
 - ✓ Revised passports of positions.
 - ✓ New system of definition of working relationship with professors-teaching staff and salary calculation
 - ✓ updated orders for evaluating the efficiency of the teaching, academic support and administrative staff.
9. **Expand the implementation of various social programs for employees (health insurance, rest organization, diversification of cultural and sport programs, etc.)**
 - ✓ Mechanism in place for monitoring the social condition of the branch employees.
 - ✓ Multi-purpose social programs in place for employees.
 - ✓ Annual reports on social issues and requirements of employees.
 - ✓ Employees satisfied with the implemented social programs.

TASK 1.5 INTERNATIONALIZATION AND COOPERATION

Improve the internationalization indexes of the university in the fields of education and research.

Expected result

Improved internationalization indexes of the university in the fields of education and research.

Actions/Events

- 1. Increase the number of joint academic programs.**
 - ✓ At least 1 joint academic program.
- 2. Increase the number of courses in the Bachelor's programs taught in foreign language.**
 - ✓ At least 1 course in each Bachelor's program taught in foreign language.
- 3. Ensure the virtual mobility of lecturers and students with the support of YSU within the framework of international cooperation.**
 - ✓ Cases of virtual mobility of lecturers and students.
- 4. Build the capacities of the teaching staff in order to increase the engagement of the educational subdivisions in international grant projects.**
 - ✓ Trained employees.
 - ✓ Increase the engagement of the teaching staff in international grant projects.
- 5. Strengthen the horizontal relations among YSU and YSU IB subdivisions by regularly conducting staff trainings, organizing face workshops.**
 - ✓ Examples of cooperation.
 - ✓ Increase of the number of trained employees.
 - ✓ Agreed procedures.
- 6. Deepen the scientific and educational cooperation with partner universities overseas to pave the way for long-term strategic cooperation using international relations of YSU and its support.**
 - ✓ At least 1 cooperation with foreign university or organization.
 - ✓ Joint research.
 - ✓ Organized consultations and seminars.
- 7. Reinforce the practice of inviting professors from overseas**
 - ✓ At least 1 inviting professors at YSU IB (including virtually).

TASK 1.6 EFFECTIVE MANAGEMENT

Increase the efficiency of the university management in the field of education.

Expected result

Embedded planning–implementing–evaluating–improving cycle with supporting tools of learning departments’ and teaching staff’s effective management activities which are acceptable to stakeholders and ensures participation management.

Actions/Events

- 1. Develop infrastructures by grouping the units according to educational, scientific, management and other directions.**
 - ✓ Optimized organization structure of the branch according to the strategic plan’s objectives.
- 2. Strengthen the feedback mechanisms and apply the results thereof.**
 - ✓ Increase the efficiency of the infrastructures.
 - ✓ Integrated accountability system of the branch infrastructures and employees.
 - ✓ Revised description of administrative staff positions.
- 3. Provide mechanisms for planning, monitoring, evaluating and improving the activities of educational subdivisions.**
 - ✓ A procedure in place for the planning, monitoring, evaluation and improvement of the activities of educational subdivisions.
- 4. Review HR management concept and elaborate development program.**
 - ✓ New concept of HR management and elaborated development program.
- 5. Create and introduce a centralized digital platform for managing the teaching staff.**
 - ✓ A digital platform in place for managing the teaching staff.
- 6. Elaborate and implement new program of complex events against corruption.**
 - ✓ Approved program of complex events against corruption at YSU IB.
 - ✓ Increase of students and employees’ awareness level.
 - ✓ Report on program of complex events against corruption at YSU IB.
- 7. Increase the students’ and employee’s awareness about university process, increase publicity and transparency in the management system of university.**
 - ✓ Complete information about procedures and processes available on the website of the branch.
 - ✓ Stakeholders participation in management bodies.

OBJECTIVE 2. SCIENCE AND INNOVATION

Provide more research opportunities and carry out innovative research across the full range of Social and Economic Sciences, the Humanities as well as Natural and Mathematical Sciences.

TASK 2.1 EDUACTION

Promote research-based education.

Expected result

Implementation of research-based education programs with new teaching approaches cooperating with scientific institutions and leading scientists, availability of the formed necessary environment and increase of financial investment provided for the research.

Actions/Events

1. **Elaborate and conduct a policy which will increase the level of undergraduate dissertation and Master's thesis.**
 - ✓ Elaborated policy in place aimed at increasing the level of undergraduate dissertation and Master's thesis.
2. **Introduce joint Master's programs in collaboration with research institutes.**
 - ✓ At least 1 joint Master's programs in collaboration with research institutes.
3. **Invite highly-rated researchers to supervise undergraduate dissertations and Master's theses.**
 - ✓ Researchers engaged in supervision of undergraduate dissertations and Master's theses.
4. **Develop learning approaches in the educational process based on project and problem.**
 - ✓ Increase the number of courses conducted based on project and problem learning approaches.
5. **To activate research activities in the branch by creating necessary structures and providing necessary environment.**
 - ✓ Organized scientific groups, youth scientific organizations.
 - ✓ An increase in the number of students engaged in research activities and scientific groups.
 - ✓ High degree of compatibility between the works done in scientific research and in scientific groups and the themes of undergraduate dissertations.

- ✓ High degree of compatibility between the works done in scientific research and in scientific groups and the course problems with research components in educational problems.
 - ✓ Publication of the undergraduate dissertation as a report in the Student Scientific Society's or some other journal.
- 6. To attract different investors for the development of scientific research and make allocations from the branch income.**
- ✓ Increase in financial resources from the external sources and commercialization of scientific results at least to the extent of expenses from the budget.
 - ✓ Increase the allocations for carrying out scientific research.
- 7. Regularly organize the intra-university grant competitions of implementing scientific research works.**
- ✓ Funding at least 3 research topics per year through domestic grant programs aimed at the development of the region.
 - ✓ An increase in the number of students and professors involved in grant programs.

TASK 2.2 HIGH-QUALITY HUMAN RESOURCES

Elaborate a policy aimed at preserving and developing the scientific potential.

Expected result

Complex events aimed at development of young scientists' and students' scientific potential and their involvement in scientific activities.

Actions/Events

- 1. Encourage the teaching staff and students to engage in scientific research projects.**
 - ✓ An increase in the number of the teaching staff and students involved in scientific research projects.
- 2. Implement financial assistance projects for postgraduate students and young scientists.**
 - ✓ An increase in the number of implemented financial assistance projects for young researchers.
- 3. Encourage organization and participation in the summer schools, camps or other scientific events.**
 - ✓ An increase in the number of students and professors in scientific events.
- 4. Run a series of workshops to help improve article writing skills and draw up relevant guidelines.**

- ✓ An increase in the number of published works by young researchers in the journal with high rating.
- 5. **Define annual rewards in “Lecturer of the year”, “Researcher of the year”, “Student of the year” nominations.**
- ✓ An increase in the number of participants in “Lecturer of the year”, “Researcher of the year”, “Student of the year” nominations.

TASK 2.3 YSU IB VISIBILITY

Build up on the reputation of YSU IB as a scientific research organization.

Expected result

Increase in the number of publications in international scientific journals with high rating, publicity of the research works.

Actions/Events

1. **Elaborate and introduce an open science policy.**
 - ✓ Elaborated open science policy in place.
2. **Improve the representation of YSU IB researchers on professional media platforms.**
 - ✓ An increase in the level of the representation of YSU IB researchers on professional media platforms.
3. **Provide access to the academic research databases on the virtual domain of the university.**
 - ✓ Availability of access to the academic research databases on the virtual domain of the university.
4. **Encourage the publication of scholarly papers in international and national scientific journals with a high rating.**
 - ✓ An increase in the number of articles published in international and national scientific journals with a high rating.
 - ✓ A revised procedure for providing bonuses to the YSU IB employees for the performance of certain work.
5. **Diversify the forms of publication of the research results.**
 - ✓ Annual summary of professors’ and students’ published research works results.

TASK 2.4 PRODUCTIVE AND SAFE ENVIRONMENT

Provide productive and safe scientific environment.

Expected result

Necessary resources and safe infrastructures for implementing research and innovation programs.

Actions/Events

- 1. Build a safe and well-resourced research infrastructures.**
 - ✓ Availability of research infrastructures providing the implementation of research programs.
- 2. Encourage the implementation of cross-sectoral research in different fields of science.**
 - ✓ New policy for encouraging cross-sectoral research.
- 3. Obtain licenses for special program packages necessary for carrying out scientific and pedagogical activities.**
 - ✓ Availability of licenses for special program packages.

TASK 2.5 COOPERATION

Reinforce the scientific cooperation of YSU IB with scientific-research institutes, universities and enterprises.

Expected result

Diverse research programs with scientific structures and universities aimed at raising and solving the regional problems.

Actions/Events

- 1. Implement joint projects with research institutes.**
 - ✓ Joint projects with research institutes.
- 2. Boost the involvement of leading specialists of research institutes and universities in the supervision of undergraduate dissertations and Master's theses within the framework of scientific cooperation projects.**
 - ✓ An increase in the number of specialists invited from scientific institutions to supervise undergraduate dissertations and Master's theses
- 3. Ensure scientific cooperation with enterprises.**
 - ✓ Mechanisms in place for scientific cooperation with enterprises.
- 4. Connect the research component of students' thesis with the community problems of the region.**
 - ✓ An increase in the number of graduation theses related to the problems of the region.

TASK 2.6 PROMOTION OF INTERNATIONAL COOPERATION

Strengthen the international scientific cooperation of YSU IB with the universities and scientific centers of foreign countries.

Expected result

Mechanisms about mobility and grant program spreading action, availability of active scientific activity and cooperation.

Actions/Events

- 1. Expand the participation of the branch specialists in international conferences and seminars.**
 - ✓ A new policy of supporting conference participation.
- 2. Encourage the participation of the branch specialists in projects financed by various international scientific-educational foundations.**
 - ✓ Encouraged specialists participated in projects financed by various international scientific-educational foundations
- 3. Support YSU research laboratories cooperating with the scientific centers of foreign universities.**
 - ✓ Mechanisms in place for supporting foreign universities and scientific centers cooperating with the branch specialists and research laboratories.
 - ✓ An increase in the number of working visits to international scientific centers
- 4. Develop foreign language centers of the branch.**
 - ✓ Increase in satisfaction of the foreign language centers' users.
- 5. Develop the awareness level of students and employees about the mobility programs.**
 - ✓ Availability of various informative materials on the students and employees mobility programs.
 - ✓ High level of students' and employees' awareness of mobility programs.
- 6. Provide the branch specialists involvement in YSU mobility programs.**
 - ✓ Branch specialists involved in YSU mobility programs.

TASK 2.7 MANAGEMENT

Implement a joint policy of managing scientific and research activities.

Expected result

Regulated and periodic process of providing inner grant projects aimed at solving regional problems, inflow of financial resources from commercialization of results.

Actions/Events

- 1. Coordinate the process of applying for grant projects, conduct regular monitoring and maintain control.**
 - ✓ A procedure in place for participating in grant projects.
 - ✓ An increase in the number of participants in grant projects.
 - ✓ Published reports of monitoring system activity.
- 2. Develop the implementation process of intra-university grant projects.**
 - ✓ An increase in the number of intra-university grant projects.
- 3. Contribute to the commercialization of research findings.**
 - ✓ Availability of an intellectual property and commercialization policy.
 - ✓ A detailed methodology for the commercialization of scientific research findings.

TASK 2.8 RESEARCH ETHICS

Implement a policy of applying research ethics and creating an open scientific environment.

Expected result

Research ethics in place in research field, assessment system of research results.

Actions/Events

- 1. Develop mechanisms for observing the norms of research ethics.**
 - ✓ Development of different mechanisms in place for observing the norms of research ethics.
- 2. Elaborate and incorporate monitoring and assessment system of scientific research results.**
 - ✓ A procedure in place for monitoring and assessment system of scientific research results.
 - ✓ Reports on monitoring and assessment system of scientific research results.

OBJECTIVE 3. PUBLIC ENGAGEMENT

Develop the public engagement system of the university, boost the internationalization process and raise the level of social responsibility.

TASK 3.1 ADDITIONAL ACADEMIC PROGRAMS

Study the public demand and offer additional academic programs in line with the demands of the labor market and the needs of YSU IB stakeholders.

Expected result

Additional academic programs in line with the demands of the labor market and the needs of YSU IB stakeholders.

Actions/Events

- 1. Provide long-lasting collaborative ties with various stakeholders of the academic programs.**
 - ✓ Approved package of proposals for collaboration between the branch and various stakeholders of the academic programs.
 - ✓ Approved contracts of cooperation.
 - ✓ Reports on cooperation results.
- 2. Elaborate and incorporate work-oriented additional academic programs.**
 - ✓ Approved policy of additional education.
 - ✓ A brief report summarizing the results of the demand survey.
 - ✓ Implementation of 2 additional academic programs (full-time or part-time)
 - ✓ Developed indicators of additional education effectiveness and quality assessment.
 - ✓ Reports on stakeholder's satisfaction from the Implementation of additional academic programs
- 3. Create necessary and sufficient conditions for implementing additional academic programs online (remotely), develop and apply a relevant procedure.**
 - ✓ A procedure in effect for implementing academic programs online.

TASK 3.2 COOPERATION

Establish a stable system for cooperating with enterprises, promote the career development of the stakeholders.

Expected result

Engagement of leading specialists of enterprises and alumni in the educational process and support the career development of the stakeholders.

Actions/Events

- 1. Establish a general system for cooperating with enterprises with the involvement of different YSU IB departments.**
 - ✓ A procedure in place for cooperation with enterprises.
 - ✓ An increase in the number of students involved in joint projects with enterprises.
 - ✓ 3 regional problems solved within the framework of business cooperation between regional self-governing bodies and business community.
 - ✓ Consultations for the teaching staff organized by the employees of base organizations.
- 2. Conduct a survey into the employment rate of YSU IB graduates and the needs of the labor market within the last 5 years.**
 - ✓ A system in place for monitoring the employment rate of YSU graduates and the needs of the labor market
 - ✓ “Alumni Union” in place
- 3. Coordinate the process of organizing and holding expos and career fairs initiated by faculties annually.**
 - ✓ Working group dealing with organizing expos and career fairs.
 - ✓ Annual developed plan of faculty participation in expos and career fairs.
 - ✓ Annual report of faculties on participation in expos and career fairs.
- 4. Organize and implement additional internships (internships, mentorships, etc.).**
 - ✓ A procedure in place for organizing additional internships.
 - ✓ Implemented additional internships.
 - ✓ Increase of students’ satisfaction from the internships.

TASK 3.3 ADDITIONAL SERVICES

Ameliorate the system of non-formal education and counselling services.

Expected result

Additional academic programs in line with the demands of the labor market and the public needs and regulated professional consultations.

Actions/Events

- 1. Identify and assess the additional academic needs of the stakeholders.**
 - ✓ The Branch approved policy of implementing non-formal academic services.
 - ✓ Availability of the data base about the additional academic needs of the stakeholders.
- 2. Provide counselling services to the stakeholders for professional growth and career development.**
 - ✓ At least 10 counselling services annually.
- 3. Foster the use of innovative approaches and methods in the implementation of non-formal academic programs.**
 - ✓ Encouraged lecturers implementing non-formal academic services with innovative approaches.
- 4. Raise public awareness about the non-formal academic programs and counselling services provided by YSU IB.**
 - ✓ Events held regularly to raise public awareness.

TASK 3.4 STABEL EXTERNAL RELATIONS AND PUBLIC RESPOSIBILITY

Provide branch accountability to the public.

Expected result

According to the established policy, effective mechanisms and programs for cooperation with the regional community and institutions.

Actions/Events

- 1. Elaborate the branch mutual cooperation policy with the regional community.**
 - ✓ Approved branch mutual cooperation policy with the regional community.
- 2. Activate cooperation with the social, educational, economic and cultural structures of the region.**
 - ✓ 15 programs implemented with the social, educational, economic and cultural structures of the region.
 - ✓ Participation of the branch in 10 programs implemented for the community of the region.
- 3. Develop the branch accountability system and effective assessment mechanisms.**

- ✓ Mechanisms in place for providing the branch accountability.
- 4. **Develop the mechanisms of feedback promoting the formation of relations with the society.**
 - ✓ Mechanisms in place for providing the formation of relations with the society.
- 5. **Activate the cooperation with the centers of the branch (English resource center, the Ijevan branch of Russian science and culture in Gyumri, American Library and Training Center, Innovation Knowledge Hub of Tavush region).**
 - ✓ 30 joint programs with the centers.

TASK 3.5 INCREASE IN YSU IB RATING

Boost the global visibility and appeal of the university.

Expected result

Engagement of the branch in various national and international educational processes and programs.

Actions/Events

1. **Review the policy for the internationalization of the branch by ensuring the involvement of the stakeholders.**
 - ✓ A revised policy for internationalization
 - ✓ Trained administrative staff responsible for internationalization and external relations.
 - ✓ Employees of the administrative staff satisfied from the training responsible for internationalization.
2. **Regularly provide thorough information about YSU IB to national and international rating systems.**
 - ✓ Inclusion of YSU IB in rating systems, position improvement.
3. **Activate the branch publication of national and international cooperation on YSU IB web site by providing information in foreign languages.**
 - ✓ Availability of trilingual website.
 - ✓ 2 published processes related to internalization in foreign language.
4. **Elaborate a strategy for the YSU IB PR and marketing communication as well as draw up a long and short-term action plan.**
 - ✓ Approved policy of marketing communication and action plans.

5. Regularly benchmark the internationalization process of Yerevan State University and draw up an annual action plan.

- ✓ Approved procedure for implementing international benchmarking.
- ✓ Approved annual action plan and schedule for internationalization.
- ✓ Annual reports on the branch internationalization progress.